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Development

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2005/06 – 2007/08

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Message from the Minister and Accountability Statement

As Minister, it is my privilege to present the service plan of the Ministry of Children and Family Development (MCFD) for April 1, 2005, to March 31, 2008. This plan outlines the direction this ministry will take in meeting commitments our government has made to serve the people of British Columbia.

Our highest priority is the health, safety and well-being of the thousands of vulnerable children, youth, adults with developmental disabilities, and their families who depend on the ministry to provide quality, client-centered service delivery. Ongoing monitoring of services ensures that needs are being met in the most effective and efficient manner and that the service delivery system is sustainable.

The ministry will continue to make strategic investments in services to young children and their families that support early childhood development, with a focus on prevention and child care. As well, our ministry will take a cross-government leadership role for early childhood development and child care services and services for children with special needs, ensuring that critical links and partnerships with other ministries are forged and maintained.

The ministry is shifting from centralized, provincial delivery of services to a community-based model that supports a sustainable, more integrated system to best meet the needs of vulnerable people. Key priorities include working with communities to ensure services are transferred in a safe, smooth manner and supporting the development of culturally appropriate Aboriginal services and delivery approaches.

It is critical to our success that the ministry has effective and responsive approaches to build and support the capacity of individuals and families. The use of best practices by staff and service providers will help to improve the effectiveness, efficiency and quality of services. Strong partnerships and collaborative relationships with stakeholders and community partners are also critical to our success. The ministry's service delivery partners include contracted community service providers, family foster homes, Aboriginal service providers and communities, delegated Aboriginal child welfare agencies, school districts and health authorities.

The 2005/06 – 2007/08 Ministry of Children and Family Development Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 31, 2005, have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Honourable Stanley B. Hagen
Minister of Children and Family Development

January 31, 2005

105-04454/

Message from the Minister of State for Early Childhood Development and Accountability Statement

Supporting the development of effective parenting within communities is a cornerstone of early childhood development (ECD) and a key priority for government. Our commitment is to initiate and enhance programs that increase families' abilities to provide a safe, nurturing environment that maximizes their children's growth and development.

Making strategic investments in early childhood development is a commitment this government made to promote positive outcomes for children. A priority of the 2005/06 – 2007/08 Service Plan is to establish a baseline of school readiness for kindergarten-aged children in British Columbia. This will inform future planning and help target new investments in early childhood development. The ministry will continue to emphasize Aboriginal ECD services, such as Aboriginal Infant Development Programs, to enhance the availability of culturally relevant services for young Aboriginal children and their families.

Research confirms that collaborative planning and decision-making, and integrated service delivery for social programs that best reflect and meet the local needs of children and their families, are most likely to serve communities well and maximize positive, effective results from available resources. B.C. family community networks, which include Learning Initiatives and *Success by 6*, bring community leaders together to raise awareness and foster integrated early childhood development service planning and delivery efforts.

I am confident that by working together, government, families, service partner organizations and communities can ensure our young children have every opportunity to thrive.

I am the Minister of State for Early Childhood Development and, under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2005/06:

- Increasing the number of children with special needs and their families that receive supported child development services from 5,277 to 5,500 by March 31, 2006 and reporting on the results in the Ministry of Children and Family Development Service Plan Report for 2005/06.
- Increasing the number of Aboriginal initiatives that enhance early childhood development services for young Aboriginal children and their families from 86 to 90 by March 31, 2006 and reporting on the results in the Ministry of Children and Family Development Service Plan Report for 2005/06.

- Establishing baselines for all communities, by school district and neighbourhood, of the percentage of children who enter kindergarten "ready to learn" by November 30, 2005 and reporting the results in the Ministry of Children and Family Development Service Plan Report for 2005/06.

Honourable Linda Reid
Minister of State for Early Childhood Development

January 31, 2005

Ministry Overview and Core Business Areas

The ministry's mandate is to advance the safety and well-being of vulnerable children, youth and adults; advance early childhood development through strategic investments; and advance and support a community-based system of family services that is sustainable, stable and flexible and promotes innovation, equity, and accountability. The ministry relies on its five core business areas to implement its strategic direction and achieve its goals and objectives.

1. **Adult Community Living Services**
   This core business provides services to assist adults with developmental disabilities to live as fully and independently as possible in the community. Key programs and services include residential programs, training and day support programs, respite and home support, and professional support services. [2005/06: Budget: $520,478,000 and 161 FTEs]
2. **Child and Family Development**
   This core business provides a range of services for Aboriginal and non-Aboriginal children, youth and their families. It includes child protection services, residential and foster care, permanency and adoption planning for children permanently in care, services to strengthen and preserve families, and guardianship. It also includes community child and youth mental health services; community youth justice supervision services; and services to assist youth who are at-risk or are commercially sexually exploited. [2005/06: Budget: $589,842,000 and 2,734 FTEs]
3. **Early Childhood Development, Child Care and Supports to Children with Special Needs**
   This new core business provides early childhood development and child care services for children and their families. This area focuses on supporting a sustainable child care system in which families can choose from a range of available, affordable, safe, quality child care options that meet their diverse needs, support families to achieve their educational and employment goals, and support healthy child development. It includes developmental and support services for children and youth with special needs, such as early intervention services and services and funding for children with Autism Spectrum Disorder. [2005/06: Budget: $395,588,000 and 308 FTEs]
4. **Provincial Services**
   This core business provides for administration of specialized provincial services for children and youth, such as youth custody centres, treatment programs for psychiatrically ill or conduct-disordered adolescents and services for the deaf and hard of hearing. These services complement the delivery of regionally based community services. This area is also responsible for the Child and Youth Mental Health Plan. [2005/06: Budget: $53,717,000 and 621 FTEs]

5. Executive and Support Services

This core business provides overall advice, direction, leadership and support to ministry programs. This includes overarching policy and legislative support, intergovernmental relations, audit, staff development, performance management and related research functions, administrative and financial support and guidance.
[2005/06: Budget: $17,763,000 and 205 FTEs]

Further Ministry Information

Further information regarding ministry services, locations and related legislation is available on the ministry website at: http://www.mcf.gov.bc.ca/about_us/index.htm.

Resource Summary

Core Business Areas	2004/05 Restated Estimates[1]	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Operating Expenses ($000)				
Adult Community Living Services*	493,942	520,478	529,057	541,557
Child and Family Development***	573,369	589,842	601,982	605,588
Early Childhood Development, Child Care and Supports to Children with Special Needs	357,882	395,588	408,264	415,829
Provincial Services	55,106	53,717	53,548	54,059
Executive and Support Services	17,272	17,763	17,897	18,045
Totals	**1,497,571**	**1,577,388**	**1,610,748**	**1,635,078**
Full-time Equivalents (Direct FTEs)				
Adult Community Living Services**	302	161	15	15
Child and Family Development****	2,628	2,734	2,584	77
Early Childhood Development, Child Care and Supports to Children with Special Needs	322	308	308	308
Provincial Services	697	621	621	621
Executive and Support Services	182	205	205	205
Totals	**4,131**	**4,029**	**3,733**	**1,226**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	11,070	21,877	20,167	18,547
Totals	**11,070**	**21,877**	**20,167**	**18,547**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *2005/06 Estimates*. Schedule A of the *2005/06 Estimates*, presents a detailed reconciliation.

Core Business Areas	2004/05 Restated Estimates[1]	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Capital Plan ($000)				
Adult Community Living Services	7,040	1,458	8,064	7,324
Child and Family Development	2,660	625	625	625
Early Childhood Development, Child Care and Supports to Children with Special Needs	0	0	0	0
Provincial Services	2,132	9,000	4,454	0
Executive and Support Services	0	0	0	0
Totals	**11,832**	**11,083**	**13,143**	**7,949**
Other Financing Transactions ($000)				
Executive and Support Services — Human Services Providers Financing Program				
Receipts	146	148	142	140
Net Cash Source (Requirements)	146	148	142	140

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *2005/06 Estimates*. Schedule A of the *2005/06 Estimates*, presents a detailed reconciliation.

Notes:

Adult Community Living Services:

* The ministry plans to transfer authority and responsibility to a single provincial authority where government retains responsibility for funding, sets provincial standards and monitors the authority's performance. The authority will be responsible for directing operations, enforcing standards, and managing funds and services. The ministry expects the new provincial authority will be in place in the summer of 2005.

** Includes adjustment for the number of FTEs that will be transferred to a single provincial authority (145 in 2005/06 and an additional 146 in 2006/07). The number of actual FTEs transferred will depend on the timing of the transfer.

Child and Family Development:

*** Based on readiness, the ministry will transfer authority and responsibility to authorities, where government retains responsibility for funding, performance agreements, assessing accountabilities and monitoring of authorities. The authorities will be responsible for directing operations, enforcing standards, and managing funds and services. The regional authorities will be established incrementally based on their readiness.

**** Includes adjustment for the estimated number of FTEs that will be transferred to community governance authorities as the process proceeds (an estimated 250 in 2006/07 and an additional 2,507 in 2007/08). The number of actual FTEs transferred will depend on the timing of the transfer, which is based on the readiness of authorities to take on responsibility.

Vision, Mission and Values

Vision

The Ministry of Children and Family Development envisions a province where children are healthy, families are responsible, adults with developmental disabilities are valued and supported, and all live in safe, caring and inclusive communities.

Mission

Our mission is to promote and develop the capacity of families and communities to:

- Support healthy child development;
- Care for and protect vulnerable children and youth; and
- Support adults with developmental disabilities.

Values

- We believe in the right and primary responsibility of families to protect and support the growth and development of children and youth. This is demonstrated through agreements with the child's extended family and close friends, greater use of family development approaches to keep families safely together, and services for families of children and youth with special needs.
- We believe that government must acknowledge and reinforce the capacity of communities to enhance the resilience of children, families and adults with development disabilities. This is demonstrated through our support of community-based early childhood development initiatives and community child and youth mental health and youth justice services, our emphasis on adoption for children in permanent care and our commitment to community-based service delivery models.
- We believe that this ministry should provide the least intrusive intervention necessary to ensure the safety and well-being of our most vulnerable community members. This is demonstrated through the increased use of alternatives to ministry care, mediation and family group conferencing, and assistance for adults with developmental disabilities and children and youth with special needs and their families.

Goals, Objectives, Strategies and Results

This section presents the ministry's goals and outlines how specific objectives, strategies and performance measures are helping to achieve these goals. The diagram below displays the linkages between government strategic goals, ministry mission, ministry goals, key objectives and performance measures.

Government Strategic Goals

A supportive social fabric.
Safe, healthy communities and a sustainable environment.

Ministry Mission

Our mission is to promote and develop the capacity of families and communities to: Support healthy child development; care for and protect vulnerable children and youth; and support adults with developmental disabilities.

Ministry Goals	Ministry Objectives	Performance Measures/Indicators
1. Adults with developmental disabilities and children and youth with special needs achieve their full potential and live as independently as possible within their communities.	1. Increased choice, accessibility and flexibility for adults and their families receiving community living services.	• Per cent of new adult admissions referred to family model homes and semi-independent living rather than staffed residential resources. • Number of adults with developmental disabilities served.
	2. Increased access to early intervention and support services to assist families caring for children and youth with special needs.	• Number of children with special needs and their families that receive supported child development services. • Number of children under six with special needs receiving an early intervention therapy within three months of service request.
2. Children and youth are healthy and safe in their families and communities.	1. Increased family and community capacity to suport early childhood development.	• Number of Aboriginal initiatives that enhance early childhood development services for young Aboriginal children and their families. • Per cent of children who enter kindergarten "ready to learn."
	2. Accessible and quality child care.	• Number of regulated child care spaces available. • Number of children whose families receive a child care subsidy.
	3. A comprehensive and responsive child welfare system that promotes safety, family continuity and permanency for children.	• Number of children placed with extended family or in community as an alternative to coming into care. • Number of families referred to family support services. • Number of adoptions of children in care of the ministry.
	4. An increasingly culturally appropriate service delivery system for Aboriginal children and families.	• Per cent of Aboriginal children receiving child welfare services who are served by delegated Aboriginal agencies. • Per cent of Aboriginal children in care of the ministry who are cared for by Aboriginal families.
	5. Enhanced services for specific child and youth populations, such as young offenders, children and youth at risk for or with mental disorders, and children and youth who are commercially sexually exploited.	• Rate of youth in custody based on a proportion of all 12–17 year olds (per 10,000). • Number of children and youth served by Child and Youth Mental Health Services.

Goal 1: *Adults with developmental disabilities and children and youth with special needs achieve their full potential and live as independently as possible within their communities.*

The ministry supports a broad range of services that assist adults with developmental disabilities and children with special needs to live as fully and independently as possible within their homes and communities. Some individuals with developmental disabilities may require ongoing support to enable them to participate fully in the activities of daily living. Supports for adults include a diverse range of residential models, as well as day programs, to ensure their involvement in their communities.

The ministry provides intervention and support services for children and youth with special needs and their families, which range from infant development programs to nursing support services. Children with special needs may require intensive, specific intervention, either on a short-term or periodic basis. Services and supports are intended to promote healthy development, maximize quality of life and assist families in their role as primary caregivers. Children with special needs have access to programs that are based on a family-centred approach and offer parents as much choice as possible.

The ministry is committed to working with individuals, families and communities to ensure that needs are met in the most effective and efficient manner while enhancing opportunities for greater self-determination.

Core Business Areas: ***Adult Community Living Services and Early Childhood Development, Child Care and Supports to Children with Special Needs.***

Objective 1: ***Increased choice, accessibility and flexibility for adults and their families receiving community living services.***

The ministry is working to improve the quality of services for adults who use ministry services. By expanding individual, family and community capacity, more people will be supported safely and appropriately in the community and within their families. Family-model homes (living with a family in their home on a full-time basis) and semi-independent living settings are used wherever possible and staffed residential facilities are used only for those who need intensive support for daily living. Expanding residential living alternatives will increase choice, accessibility and flexibility for adults utilizing a community living services system and promote long-term budget and service sustainability.

Key strategies include increasing the number of family-model homes and semi-independent living settings and matching needs with appropriate resources to support more individuals.

Performance Measures:

When a residential service is required, adults with developmental disabilities are matched with the residential setting that allows them to live as independently as possible. Careful planning and decision-making to select the most appropriate residential setting for an individual, based on identified needs, enables the ministry to serve more adults with developmental disabilities within available resources.

Performance Measures	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Per cent of new adult admissions referred to family model homes and semi-independent living rather than staffed residential resources.	63% (baseline as of September 2004)	70%	70%	70%
Number of adults with developmental disabilities served.	9,453 (baseline as of September 2004)	9,940	10,270	10,600

Changes to performance measures from the previous service plan: The first measure is a clarification of last year's measure, "percentage of individuals served in family-model homes." Two measures (satisfaction of individuals with services received and number of adults and families of children with special needs who receive direct or individualized funding) have been excluded from the service plan and will continue to be monitored internally. A second measure has been added that more appropriately links to the objective and measures residential and other services provided.

Objective 2: *Increased access to early intervention and support services to assist families caring for children and youth with special needs.*

The ministry is redesigning supported child development services (previously referred to as supported child care) to provide flexible community service options that address specific family needs and promote child care choices for families of children with special needs. These options will enable children with special needs to have access to child care and community settings with other children where they can develop skills early and build school readiness. Providing accessible home and community-based services and supports offers choice and flexibility to ensure that parents are supported in caring for their children and youth with special needs.

Key strategies include: creating a range of appropriate services and supports for young children with special needs, taking into account key developmental milestones and transitions; developing a provincial system for waitlist management; and supporting the development of child care resources for children with special needs.

Performance Measures:

Supported child development services are provided to families for individual children with special needs to attend community child care settings. Monitoring the number of children with special needs and their families that receive supported child development services is an indicator of family and community capacity to support early childhood development for children with special needs.

Children with special needs receive significant benefits from early intervention services that promote physical, cognitive and communication skill development. An important component of the ministry's services to children with special needs is early intervention therapies: speech/language therapy, occupational therapy and physiotherapy. Monitoring the time from when a family requests a service to when they begin receiving an early intervention service will help the ministry determine how best to distribute these resources.

Performance Measures	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Number of children with special needs and their families that receive supported child development services.	5,277 (Baseline, 2002/03)	5,500	TBD by March 31, 2005	TBD by March 31, 2005
Number of children under six with special needs receiving an early intervention therapy within three months of service request.	New measure	Set Baseline	TBD in 2005/06	TBD in 2005/06

Changes to performance measures from the previous service plan: These new performance measures reflect the ministry's increased focus on early childhood development for children with special needs. One measure (percentage of children and youth with special needs that have completed transition plans) has been excluded from the service plan and will be monitored internally.

Goal 2: *Children and youth are healthy and safe in their families and communities.*

Maintaining and improving the well-being and safety of children and youth are principal outcomes for the ministry. Research and experience confirms this is best achieved in the context of family and community. While the primary responsibility for protecting and supporting the positive growth and development of children and youth rests with families, ministry services work to enhance the resiliency of children, youth and families. This is addressed by working with communities, individuals and families to build their capacity to support positive outcomes for children.

The ministry is committed to developing and supporting initiatives that will increase the capacity of families and communities to support early childhood development. All stages in life are significant, but the period from conception to school age is considered to be particularly crucial to the intellectual, social and emotional development of a child. In Canada, significant differences in developmental status exist among children by the time they enter school. Approximately one quarter of Canadian children enter school requiring further developmental support. The ministry recognizes that the quality of care children receive in the early years is critical to their success in school and in life. Our commitment is to initiate and enhance programs that increase families' abilities to provide a safe, nurturing environment for their children in order to maximize their growth and development.

The long-term benefits for individuals, and society, of supporting optimal early childhood development cannot be overstated.

Research and consultation with Aboriginal communities concerning the health and well-being of Aboriginal children, youth and families indicates that a strong cultural component in services yields improvements in health and well-being. The ministry is committed to increasing the cultural appropriateness of child and family services received by Aboriginal families.

Despite everyone's best efforts, some children do not experience positive well-being. Some are born with special needs such as Fetal Alcohol Spectrum Disorder; some develop serious mental health problems; some are sexually exploited or are at risk for other reasons. As it is in our common interest to see the children and youth of B.C. thrive, the ministry provides services to reduce risk and to prevent and reduce the effects of these conditions. We acknowledge that some children and youth lack safe, nurturing family relationships or engage in risky or criminal behavior. When these vulnerable children are placed in our care or custody, or are engaged with our services, the ministry takes appropriate responsibility for protecting and supporting their positive growth and development.

A goal of the child welfare system is a safe and nurturing home for all children who come to the attention of the ministry. The ministry seeks a permanent family home for all children who would otherwise remain in the care of the ministry until they reach adulthood.

Core Business Areas: ***Child and Family Development; Early Childhood Development, Child Care and Supports to Children with Special Needs; and Provincial Services.***

Objective 1: ***Increased family and community capacity to support early childhood development.***

The ministry provides a cross-ministry leadership role in relation to planning and strengthening early childhood development services in B.C. The ministry is working to provide parents, through the early childhood development resource directory, with the information they need about early childhood development and to increase service choice and flexibility. By making strategic investments in early childhood development, children have the foundational skills to thrive and succeed in life, thereby reducing the need for more costly interventions and their significant impacts on children and their families.

The ministry is committed to investing in community-based initiatives throughout the province that are supportive of the provincial strategic plan and include a strong community investment focus. The enhancement of community resources through initiatives like *Success by 6*, helps to build community capacity, supports sustainable community partnerships and improves access to appropriate early childhood development services.

Key strategies include: supporting Aboriginal and non-Aboriginal communities to develop prevention and intervention approaches for Fetal Alcohol Spectrum Disorder (FASD) to assist individuals and families living with FASD; making strategic investments in early childhood development initiatives that emphasize the prevention of physical and developmental problems that can result in long-term problems; building on existing services to support communities to integrate and enhance their early childhood development delivery systems; and supporting Aboriginal communities to develop and implement early childhood strategies to meet their needs.

Performance Measures:

One of the ministry's key efforts is to build capacity within Aboriginal communities to deliver culturally appropriate services, including those with an emphasis on early childhood and family development. The first measure reflects the ministry's commitment to providing and supporting initiatives and services that support the early childhood development needs of Aboriginal young children and their families. The second measure relates to the ministry's increased focus on early childhood development services that support children's readiness to learn.

Performance Measures	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target
Number of Aboriginal initiatives that enhance early childhood development services for young Aboriginal children and their families.	86	90	95	100
Per cent of children who enter kindergarten "ready to learn".	New measure	Establish community baselines by school district and neighbourhood	TBD in 2005/06	TBD in 2005/06

Changes to performance measures from the previous service plan: The first measure has been expanded to include additional early childhood development initiatives that have a specific Aboriginal focus. The measure includes the number of Aboriginal community-based early childhood development initiatives and Aboriginal Infant Development, Aboriginal Building Blocks and Aboriginal Family Resource programs. Two measures (number of new public/private partnerships to raise awareness and commitment to Fetal Alcohol Spectrum Disorder prevention and the number of community-based initiatives to prevent Fetal Alcohol Spectrum Disorder) have been excluded from the service plan and will continue to be monitored internally. The new ready to learn measure relates to the assessment results of kindergarten-aged children in B.C.

Objective 2: *Accessible and quality child care.*

Provincial child care investments focus on meeting the needs of families and increasing the quality in regulated and unregulated child care. Quality child care contributes to improved child development and increased school readiness. The ministry is responsible for taking a cross-ministry leadership role for child care services in the province.

Key strategies include: investing federal dollars to increase child care spaces and support parents; improving the identification of community needs when targeting investments to provide low-income families with increased access to child care; moving to a more efficient electronic child care subsidy administration system; and identifying opportunities for service improvements including increasing the quality of early childhood education and increasing the qualifications of early childhood educators.

Performance Measures:

The ministry is working to build a sustainable, accessible quality child care system by increasing child care resources, including those that meet established standards. The number of regulated child care spaces available and the number of children whose families receive a child care subsidy measure accessibility to quality child care in B.C.

Performance Measures	2004/05 Target	2005/06 Target	2006/07 Target	2007/08 Target
Number of regulated child care spaces available.	76,500	78,000	80,000	82,000
Number of children whose families receive a child care subsidy.	27,000 (estimate for 2004/05)	37,000	TBD once federal funding is known	TBD once federal funding is known

Changes to performance measures from the previous service plan: The 2004/05 performance measures for child care programs were part of the Ministry of Community, Aboriginal and Women's Services' Service Plan. The first measure has been revised from last year's service plan to measure "regulated" child care spaces and reflects the increase in the number of quality child care spaces in the province. The second measure is new and indicates the ministry's commitment to ensuring the accessibility of child care. Three measures have been excluded from the previous year's service plan. These measures (number of funded child care service providers, percentage of eligible centre-based providers that are funded and the percentage of licensed family providers that are funded) will continue to be monitored internally.

Objective 3: *A comprehensive and responsive child welfare system that promotes safety, family continuity and permanency for children.*

In moving toward a child welfare system that promotes safety, continuity and permanency, the ministry is providing more out-of-care options to keep children safe within their families and communities. "Out-of-care options" refers to alternative care arrangements with extended family or close friends for children at risk of abuse or neglect who are temporarily unable to live with their parents. Out-of-care placements build on family and community strengths and maintain the continuity of family and community relationships, contributing to better outcomes for children, youth and families served. The ministry also works with a child's extended family and others to develop a plan to keep the child safe, and to support the continuity of family and community relationships for the child. When it is not possible for a child to live permanently with parents or extended family, the ministry seeks a home for the child through adoption or other permanent out-of-care options. Relationships with the child's natural family — and, in the case of an Aboriginal child, the Aboriginal community — continue to be supported by the ministry.

Key strategies include: supporting families to keep children at home safely; expanding planning options with families to provide increased opportunities for joint decision-making and increased involvement in care plans by family and community members; increasing the use of non-court processes such as family conferencing, alternate dispute resolution processes and mediation to resolve child-protection issues; helping children in care to develop and maintain permanent family and other life-long relationships; and greater use of out-of-care options.

Performance Measures:

A key component of the child welfare system is ensuring that children, assessed as being at risk of harm, are cared for by people who know them and will maintain a life-long relationship with them and their families when they return to their parents. The first measure reflects the service delivery direction to move from ministry care arrangements to care arrangements that support and recognize the importance of maintaining the continuity of family and community relationships for children.

"Family support services" refers to supportive services provided to families that come to the attention of the ministry but whose children are not found to be at risk. These services are intended to improve family functioning and prevent problems that might lead to a child welfare investigation and children coming into the care of the ministry. Services include counselling, referrals for substance misuse or mental health treatment and parenting education. Tracking the number of families provided with support services is an indication of how well the ministry is supporting families to continue to care for their children.

The key feature of permanency planning is seeking a permanent family home for all children who would otherwise remain in ministry care until they reach adulthood. The number of

adoptions of children who have been in the care of the ministry illustrates how many of these children now belong in a permanent family.

Performance Measures	2004/05 Target/Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Number of children placed with extended family or in community as an alternative to coming into care.	640 [target, 2004/05]	675	700	740
Number of families referred to family support services.	Baseline to be established by May 2005	15% over baseline	5% over 2005/06	5% over 2006/07
Number of adoptions of children in care of the ministry.	300 [baseline, 2004/05]	300	300	300

Changes to performance measures from the previous service plan: The first performance measure is a rewording for clarity of last year's measure regarding "out-of-care placements." The second performance measure is new and reflects the ministry's increased emphasis on supporting families where a child welfare investigation is not required. The third performance measure is also new and reflects the ministry's focus on finding permanent families for children who are not able to return to live with their parents. Two performance measures (percentage of child welfare interventions that are resolved through alternate dispute resolution processes and number of service delivery sites where collaborative service approaches are in place) have been excluded from the service plan and will continue to be monitored internally.

Objective 4: *An increasingly culturally appropriate service delivery system for Aboriginal children and families.*

Services to Aboriginal children and families are provided both by ministry staff and through Aboriginal agencies. Aboriginal agencies' responsibilities continue to be expanded in order to respond to child welfare concerns. The ministry is responsible for providing support and consultation to Aboriginal child welfare agencies and assisting these agencies in meeting mandatory requirements under the *Child, Family, and Community Service Act*.

Key strategies include: expanding the scope of existing Aboriginal agencies to increase the range of services delivered, and implementing initiatives to recruit and support foster parents as caregivers for Aboriginal children.

Performance Measures:

The ministry is working to increase the cultural appropriateness of child welfare services provided to Aboriginal children and families in B.C. and to increase the scope of services delivered to their children and families. A number of Aboriginal agencies have been "delegated" with the legal responsibility to provide child welfare services for children and families in their community. This strengthens community resources and makes culturally appropriate resources more accessible for Aboriginal children and their families. The percentage of Aboriginal children in care who are served by delegated Aboriginal agencies (rather than the ministry) is a measure of how many children are receiving culturally appropriate services.

Some Aboriginal children continue to be served by the ministry. Wherever possible, the ministry places Aboriginal children in its care with Aboriginal families, to maintain the children's connectedness with their cultural heritage, community and family. Measuring the percentage of Aboriginal children who are cared for by Aboriginal families is an indication of success in this approach.

Performance Measures	2004/05 Target/Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Per cent of Aboriginal children receiving child welfare services who are served by delegated Aboriginal agencies.	35% (revised target, 2004/05; 40% was the published target, 2004/05)	40%	45%	50%
Per cent of Aboriginal children in care of the ministry who are cared for by Aboriginal families.	20% (revised baseline, 2004/05. Note: 2003/04 baseline was stated in error as 26%; published target was "increase by 20% over baseline")	25%	30%	35%

Changes to performance measures from the previous service plan: Both performance measures are continued from last year, although they have been reworded for clarity.

Objective 5: ***Enhanced services for specific child and youth populations, such as young offenders, children and youth at risk for or with mental disorders, and children and youth who are commercially sexually exploited.***

The ministry is working to provide better services for specific child and youth populations, such as young offenders, children and youth at risk of or suffering from mental disorders, and children and youth who are commercially sexually exploited. The ministry enhances services to children and youth through continued implementation of the Child and Youth Mental Health Plan. The ministry is planning to introduce Safe Care legislation and will be strengthening services for commercially sexually exploited youth, as well as providing services for children and youth in conflict with the law.

Key strategies include: expanding community-based mental health treatment and support services; providing early intervention and support resources in schools to help children and youth develop healthy coping skills; implementing new services for youth who are commercially sexually exploited; and continuing to use innovative, non-custodial approaches like community-based alternatives to custody for youth in conflict with the law.

Performance Measures:

Monitoring and reporting on the rate of youth in custody is a standard measure across Canadian provinces and territories and indicates the use of one of the justice system's responses to youth crime.

Measuring the number of clients served by Child and Youth Mental Health Services measures access to services for this population, which is a primary focus of the Child and Youth Mental Health Plan, implementation of which is to begin in 2005/06. Improved access will support earlier identification and treatment of children and youth who are at risk of, or have, a mental disorder, thereby reducing the severity and consequences of mental health problems.

Performance Measures	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Rate of youth in custody based on a proportion of all 12-17 year olds (per 10,000).	7 per 10,000	Maximum 7 per 10,000	Maximum 7 per 10,000	Maximum 7 per 10,000
Number of children and youth served by Child and Youth Mental Health Services.	New measure	Establish baseline	TBD	TBD

Changes to performance measures from the previous service plan: The second performance measure has been added to coincide with the implementation of the Child and Youth Mental Health Plan. For more information on the plan, see the website at: http://www.mcf.gov.bc.ca/mental_health/mh_publications/cymh_plan.htm#about.

Goal 3: *Adults with developmental disabilities, children, youth, and their families are served by effective, efficient and accountable community-based service delivery systems.*

The ministry is committed to the development of authorities that will bring decisions regarding services closer to those who use them. The ministry believes adults with developmental disabilities, children, youth, and their families are best served through a community-based service delivery system. Safety, service quality and accountability are paramount considerations in developing effective, efficient service delivery systems.

The ministry continues to work in partnership with the Interim Authority Community Living British Columbia (IACLBC) to establish a permanent, provincial authority — Community Living British Columbia (CLBC) — that will assume responsibility for the provision of community living services. The ministry is working in partnership with Aboriginal communities to establish five Regional Aboriginal Authorities that will take responsibility for services to Aboriginal children and families.

The ministry continues to make improvements to increase the effectiveness, efficiency and quality of services and service system. This work requires strong partnerships and collaborative relationships with the ministry's stakeholders and community partners to achieve the service plan's goals and objectives. This includes improving contract management and financial practices with ministry staff and service providers. The ministry will continue to focus on improving the ministry's project management and monitoring and accountability systems, including quality assurance mechanisms such as accreditation, audits and reviews.

Core Business Areas: ***Adult Community Living Services; Child and Family Development; Early Childhood Development, Child Care and Supports to Children with Special Needs; Provincial Services; and Executive and Support Services.***

Objective 1: *Creation of a provincial community living authority.*

The ministry's move to community governance will shift the planning and management of programs and services closer to recipients and increase the ability of those programs to respond appropriately to individual needs. A community living authority, once established, will be accountable for the quality and effectiveness of services and management of public funds. Processes will be established to address the authority's responsibilities to individuals

who require services and to their broader communities. Legislation has been passed that provides for the establishment of the authority and for its assumption of responsibility for service delivery. Work is continuing with the IACLBC to transfer services in 2005/06.

Key strategies include developing accountability requirements and measures for the new provincial authority and supporting the development of CLBC.

Performance Measure:

The authority will be responsible for a service delivery system that meets strict accountability requirements for effectiveness, quality, efficiency and financial management. The new provincial governance authority for community living services, CLBC, will be established in 2005/06. The authority will be considered established when it assumes responsibility under legislation for service delivery. Performance measures for subsequent years will be determined in partnership with CLBC.

Performance Measures	2004/05 Actual/Baseline	2005/06 Target	2006/07 Target	2007/08 Target
An authority established under legislation assumes responsibility for the delivery of some or all community living services.	0	CLBC established	Future performance measures will be determined in partnership with CLBC	Future performance measures will be determined in partnership with CLBC

Changes to performance measures from the previous service plan: The previous performance measure, "number of authorities established," has been split into two measures (see also the performance measure for Objective 2).

Objective 2: *Creation of regional authorities to oversee delivery of child and family services.*

Implementation of regional authorities will focus first on the establishment of the Aboriginal authorities. The five Regional Aboriginal Authorities, once established, will be accountable for the quality and effectiveness of services and the management of public funds. The authorities' responsibilities to individuals who require services, and to their broader communities, will be addressed as part of the accountability requirements placed on the authorities.

Key strategies include: partnering with Aboriginal communities to enhance Aboriginal capacity for service delivery; increasing cultural awareness; hiring and training Aboriginal staff; and implementing a jointly developed plan to achieve five Regional Aboriginal Authorities.

Performance Measure:

The establishment of the Regional Aboriginal Authorities will occur in 2006/07, followed by the Regional Authorities for non-Aboriginal child and family services in 2007/08. The authorities will be considered established when they assume responsibility under legislation for the delivery of some or all services. Authorities will be required to meet accountability requirements.

Performance Measures	2004/05 Actual/Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Number of authorities established under legislation that assume responsibility for delivery of child and family services.	0	0	5 Regional Aboriginal Authorities	5 Regional child and family services (non-Aboriginal) Authorities

Changes to performance measures from the previous service plan: The previous performance measure "number of authorities established" has been split into two measures (see also the performance measure for Objective 1).

Related Initiatives and Planning Processes

Deregulation and Regulatory Reform

In the three years ending in June 2004, the ministry reduced its regulatory burden by 53 per cent. This accomplishment exceeded the *New Era* commitment to reduce government regulatory requirements by one-third, as well as the ministry's 40 per cent reduction target.

To demonstrate its commitment to controlling its regulatory burden in the next three years, the ministry will maintain its regulatory target based on the June 2004 baseline. All new regulatory requirements will be evaluated against the regulatory reform criteria and related policy. Where possible, the ministry will identify opportunities to further reduce regulation and to move to results-based regulation.

Performance Measures	2004/05 Actual/Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Per cent increase to the number of regulatory requirements set at June 2004.	7,945	0% increase	0% increase	0% increase

Overviews of Human Resource Plan and Information Resource Management Plan

Human Resource Plan

The ministry's Human Resource Plan overview is available on the ministry website at: http://www.mcf.gov.bc.ca/about_us/service_plan.htm.

Information Resource Management Plan

The ministry's Information Resource Management Plan overview is available on the ministry website at: http://www.mcf.gov.bc.ca/about_us/service_plan.htm.